

# SELF-ASSESSMENT MANUAL FOR QUALITY OPERATION OF PARK AND RECREATION AGENCIES

A Guide To  
Standards For National Accreditation

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With Commentary And Suggested  
Evidence Of Compliance



Commission for Accreditation  
of Park and Recreation Agencies

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Evidence Of Compliance

**Third Edition**

(applicable September 1, 2001 to agencies seeking  
initial accreditation or re-accreditation)

Sponsored  
by

National Recreation and Park Association  
American Academy for Park and Recreation Administration

## TABLE OF CONTENTS

### NOTE:

- ☞ Standards marked are fundamental standards for quality operations and are required of all Agencies seeking accreditation.

FOREWARD .....	ix
COMMISSION MEMBERS .....	xi
INTRODUCTION.....	xiii
1.0 AGENCY AUTHORITY, ROLE AND RESPONSIBILITY .....	1
1.1 Legal Authority and Jurisdiction .....	1
☞ 1.1.1 Source of Authority .....	1
1.1.1.1 Public authority/policy body.....	1
1.1.1.2 Citizen advisory boards/committees.....	2
1.1.2 Jurisdiction .....	2
☞ 1.2 Mission.....	3
1.3 Goals and Objectives.....	3
☞ 1.3.1 Statement of Goals and Objectives .....	3
1.3.2 Personnel Input.....	3
1.3.3 Annual Evaluation .....	3
1.4 Policy Formulation and Review .....	4
☞ 1.4.1 Process for Formulating Policy.....	4
1.4.2 Policy Manual.....	4
☞ 1.5 Relationships .....	4
1.5.1 Administrative-legislative Functions .....	5
1.5.2 Operational Coordination and Cooperation (Agreements).....	5
1.5.3 Interagency Relationships with Counterpart Agencies (Liaisons).....	5
1.5.4 Relationship with Complementary Agencies .....	5
1.5.4.1 Public and social service agencies.....	5
1.5.4.2 Local government agencies .....	6
2.0 PLANNING.....	7

3.3.4.3	Position responsibility .....	18
3.3.4.4	Quality assurance .....	18
3.3.5	Periodic Report and Evaluation .....	19
3.4	Management Information Systems, including Records Management .....	19
☞ 3.4.1	Management Information Systems.....	19
3.4.2	Records Management .....	20
3.4.2.1	Central records component.....	20
3.4.2.2	Handling of funds.....	20
3.4.2.3	Accident reports .....	20
3.4.3	Program Service Statistics .....	21
☞ 3.5	Communications.....	21
3.6	Planning and Research .....	21
3.6.1	Function within Agency.....	22
3.6.2	Personnel .....	22
3.6.3	Analysis of Operations.....	23
4.0	HUMAN RESOURCES .....	25
4.1	Employees .....	25
☞ 4.1.1	Chief Administrator .....	25
4.1.2	Staffing .....	26
☞ 4.1.2.1	Competent staff .....	26
4.1.2.2	Supervision.....	26
☞ 4.1.2.3	Job analyses.....	26
4.1.3	Recruitment and Selection .....	27
4.1.3.1	Recruitment process .....	27
4.1.3.2	Equal employment opportunity .....	27
4.1.3.3	Selection process .....	28
4.1.3.4	Background investigations .....	28

☞ 5.2 Fiscal Management.....	40
5.2.1 Personnel .....	40
5.2.2 Financial Resources (external).....	40
5.2.3 Purchasing Procedures.....	41
5.2.3.1 Requisition procedure.....	41
5.2.3.2 Emergency purchase or rental/lease procedures.....	41
☞ 5.3 Auditing/Accountability .....	41
5.3.1 Monthly Status Reports .....	41
5.3.2 Control Personnel and Budget Authorization .....	42
5.3.3 Procedures Relating to Cash .....	42
5.3.4 Monitoring Fiscal Activity.....	42
5.3.5 Independent Audit .....	42
5.4 Budgeting Procedures.....	43
☞ 5.4.1 Budget Preparation, Presentation and Adoption .....	43
5.4.1.1 Participation in budget preparation.....	43
5.4.1.2 Agency components' budget recommendations .....	44
5.4.2 Budget Implementation.....	44
5.4.2.1 Budget control .....	44
5.4.2.2 Supplemental/emergency appropriations .....	44
5.4.3 Inventory, Fixed Assets .....	45
5.4.3.1 Inventory control.....	45
6.0 PROGRAM AND SERVICES MANAGEMENT.....	47
☞ 6.1 Programs/Services Determinants .....	47
6.1.1 Participant Involvement.....	47
☞ 6.2 Nature of Services/Programs Delivery.....	47
6.2.1 General Supervision.....	48
6.2.2 Directed Leadership Programs.....	48
6.2.3 Facilitator.....	48
6.2.4 Programs/Services for a Fee .....	48
☞ 6.3 Objectives.....	49
☞ 6.4 Outreach .....	49

8.3 Law Enforcement .....	58
☞ 8.3.1 Training Program.....	58
8.3.2 Handling of Evidentiary Items.....	58
8.3.3 Handling Disruptive Behaviors.....	59
8.4 General Security .....	59
☞ 8.4.1 Plan.....	59
8.4.2 In-Service Training.....	59
9.0 RISK MANAGEMENT.....	61
9.1 Statement of Policy.....	61
9.2 Risk Manager .....	61
☞ 9.3 Plan.....	62
9.4 Risk Analysis and Control Approaches.....	62
9.5 Employee Involvement.....	62
9.6 Operational Procedures.....	63
9.7 Risk Accounting.....	63
10.0 EVALUATION AND RESEARCH (EVALUATIVE RESEARCH).....	65
☞ 10.1 Systematic Evaluation Program.....	65
10.2 Demonstration Projects and Action Research.....	66
10.3 Evaluation Personnel.....	66
10.4 Employee Education.....	67
APPENDIXES .....	68
A: National Committee Members.....	68
Organization Liaisons.....	69
B: Pilot Agencies.....	70
C: Accredited Agencies .....	71



## FOREWORD

Nearly 200 million people use park and recreation services to enhance their physical and social well-being. They seek the highest quality recreation experiences. Many of the opportunities for such experiences are provided by public park and recreation agencies, others by non-profit associations and private-for-profit enterprises.

Every park and recreation agency is concerned with the efficiency, effectiveness, and professionalism of its operational system, which delivers services/opportunities. Agency self-assessment and peer review is an excellent process for evaluating the quality of the system, which delivers these services/opportunities. It is to this end, as a tool for self-assessment, that standards were developed.

This document, the Self-Assessment Manual for Quality Operation of Park and Recreation Agencies, sets forth the standards. The standards are presented in ten categories that detail 155 standards.

Agencies accredited by these standards have demonstrated not only that they meet the standards for a quality operation but also that they have the professional competence and commitment and the community support to complete the rigorous process of accreditation.

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## INTRODUCTION

Every recreation and park agency, whatever its focus or its field of operation, is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of recreation experiences to the quality of life, every agency has an essential responsibility in the lives of individuals. The appraisal of just how well an agency is doing operationally is indeed a difficult task. For this reason, when evaluating an agency, the recreation and park profession and the supporting citizenry have turned to the "experience-wisdom" of the profession. When this experience-wisdom is formalized, it results in standards against which one may evaluate an agency's operation.

### *What is a Standard?*

A standard is a statement of desirable practice as set forth by experienced and recognized professionals. Standards are an indirect measurement of effectiveness, using the cause and effect approach, or perhaps more appropriately stated "IF ... THEN," IF one acts in a certain way, THEN it is expected that there will be a certain result. So, if a desirable standard is practiced, then a good outcome should be forthcoming; if an agency engages in those standards, which are recommended, then there should be a quality operation. Standards enable evaluation by comparison — comparing what is within an agency operation with what is accepted by professionals as desirable. *Standards can be a dynamic force for change by stimulating park and recreation professionals and the corporate policy body toward better and safer services, programs, and innovations.*

Standards are not a degree of quality index, that is, cannot be used for comparative purposes of competition among agencies, in that ALL agencies should be able to attain accreditation. The standards are minimal and should be used as a guide to upgrade an agency's operation. Many agencies will already have higher standards of operation. Standards are not a cure-all for agency problems, but certainly conducting an agency's operation in accord with standards can prevent many problems and lead to quality services and programs.

These operational standards are not a quantitative measure of the local availability of funds, lands, personnel, et al, and should be distinguished from other types of standards which address specific elements, such as open space standards, which are population-based, and playground equipment standards, which are product-based. These qualitative operational standards for accreditation are comprehensive, dealing with all aspects of operations, and, as such, are not a quick check, self-evaluation instrument.

Standards are not absolute, but must be revised as societal conditions change and as ideas and attitudes toward parks and recreation change. These Standards, too, must be reviewed regularly based upon experience with their application, and this the National Commission on Accreditation does.

### *Development of the Standards*

A forerunner of these Standards was a document entitled, "Evaluation and Self-Study of Public Recreation and Park Agencies", first issued in 1965. The standards in the document were initially determined by leading professionals in the Great Lakes District of the then National Recreation Association. A statewide study in Pennsylvania encompassing 30 municipal park and recreation departments employing full-time directors resulted in the document being updated and revised in 1972; and, after 20 years was replaced by the CAPRA standards.

These standards were developed by a special committee initiated in 1989 by the American Academy for Park and Recreation Administration (AAPRA) and the National Recreation and Park Association (NRPA) was invited to join in the effort. (See Appendix A for committee membership and organization liaisons.) Input from a wide scope of practitioners was sought through meetings at conferences, working with various state and organization boards and councils, and general distribution of information. The standards and accreditation process were field tested at park and recreation systems of varying characteristics. (See Appendix B for pilot agencies.)


### ***Suggested Evidence of Compliance***

For each Standard there is a section "Suggested Evidence of Compliance." This suggestion is made so that the Agency may better understand what type of documentation will give evidence of meeting the standard. **However, it must be understood that these are only suggestions and that other documentation may be used.** Also, please note that where the word "copy" appears, it infers a written document. Each Agency is, indeed, different and, thus, may have unique types of documentation.

Also, the structure of the park and recreation agency will determine, to a large degree, the documentation that is appropriate. For example, if a central personnel office is used, then such should be indicated and the policies and procedures of that office are certainly acceptable. However, it is not appropriate to indicate, e.g., "city personnel", "a city official handles", or "police department's responsibility".

**The burden of proof regarding compliance rests with the agency.** Where appropriate, an agency is encouraged to provide more than one proof of compliance for a standard.

### ***Accreditation***

These Standards were developed for a national program of Accreditation for Park and Recreation agencies. Accreditation is the recognition given by an authorized entity (commission or council) that an agency has met standards designated as important to quality operations. To be accredited, an agency must comply with all 36 "fundamental" standards, which are marked with the icon  and are bold-faced. These are considered fundamental to a quality operation. As for the other standards, 85% of the applicable Standards must be met. There may be a few Standards not applicable to a particular agency, and these Standards would be marked *Not Apply* (NA) rather than *Not Met*.

Accreditation is concerned with a program, operation, or system in contrast to certification, which is a quality designation for individuals who have met certain professional competencies.

There is one complementary publication, *Agency Accreditation Visitation Procedures*, which sets forth in detail the accreditation process.

### ***Annual Reports Required***

In order to maintain accreditation status, an agency must file an annual report and pay the annual fee. (See Step 16 of the accreditation process as set forth in *Agency Accreditation Visitation Procedures*.) In case of delinquency, such will be brought to the attention of the Commission at its next meeting. A warning may be given with subsequent withdrawal of accreditation. (See Step 14 D and F).

In the annual reports to be filed, the agency must indicate what it is doing for continued compliance and, especially, toward meeting the "Not Met" standards. Annual reports are critical to re-accreditation and are provided to the visitation team. During the re-accreditation visit, special attention is given to those standards not met in the preceding visitation.

### ***Publications Available***

#### ***SELF-ASSESSMENT MANUAL FOR QUALITY OPERATION OF PARK AND RECREATION AGENCIES***

A guide to Standards for National Accreditation with commentary and compliance suggestions. (This publication)

#### ***AGENCY ACCREDITATION VISITATION PROCEDURES***

The accreditation process; agency and visitation team responsibilities and procedures in detail.

van der Smissen, Moiseichik, Hartenburg, & Twardzik. *MANAGEMENT OF PARK AND RECREATION AGENCIES* (1999). 8 1/2 x 11", 833 pp.

A manual which addresses the content of most of the Standards in terms of management strategies.

Coplin, W.D., and Carol Dwyer. *DOES YOUR GOVERNMENT MEASURE UP?* (2000) Community Benchmarks Program, Maxwell School of Citizenship and Public Affairs, Syracuse University. Distributed by Syracuse University Press. See website [www.maxwell.syr.edu/benchmarks](http://www.maxwell.syr.edu/benchmarks)

Basic tools for local officials and citizens to assess government services in 9 areas; CAPRA standards are included for parks and recreation.

All publications, except Coplin and Dwyer, are available through the NRPA Publications Department.

### ***For Further Information***

The Commission sponsored a reference manual, *Management of Park and Recreation Agencies*, to provide practitioners with further discussion of the content of the various categories and standards. The 18 chapters were each authored by a practitioner and an educator. Specific chapters/pages are cited at the end of the Commentary for that particular standard. To obtain a copy of the manual, see Publications Available above.

Also, for further assistance with the accreditation process, an agency seeking accreditation may contact accredited agencies (see Appendix C), visitors (list may be obtained from the Commission), former Commission members (see Appendix B). Current Commissioners (see Appendix B) are available for general information and clarification, but are not available as consultants due to potential conflict of interest.

Educational sessions on the accreditation process and standards clarification are offered at each NRPA Congress and at some state conferences. Attendance is highly recommended for any agency considering accreditation or re-accreditation.

## 1.0 AGENCY AUTHORITY, ROLE AND RESPONSIBILITY

### 1.1 Legal Authority and Jurisdiction

**Commentary:** It is recognized that there are many federal and state statutes and regulations, as well as local ordinances, resolutions, and regulations, with which park and recreation agencies must comply in all areas of policy and operation, e.g., finances, facilities, personnel, program participants, and others. It is not necessary to have an agency prepare a digest of these laws under which they must operate, both because of the extensiveness and the continual change of such requirements. A park and recreation agency must make every effort to be in conformity with such legal mandates; and, compliance is a matter for the local, state, and federal law enforcement authorities, not accreditation.

However, it is deemed important that an agency understand how it was legally created and its authority and jurisdiction, hence, standards 1.1.1 and 1.1.2. *Management Manual*, chp. 2 @ pp. 19 - 29.

#### ☞ 1.1.1 Source of Authority

*The source of authority of and powers for the public recreation and park managing authority shall be clearly set forth by legal document.*

**Commentary:** The source of authority or legal basis of operation and extent of the powers of the managing authority should be identified in the state statutes or local charter.

**Suggested Evidence of Compliance:** Provide legal citation and, if appropriate, date of resolution by local governing entity or legal authority, i.e., enabling act, charter, ordinance; if permissive state authority, provide charter.

##### 1.1.1.1 Public authority/policy body

*The organizational authority structure should provide for one public authority responsible for policy-making functions.*

**Commentary:** The policy-making entity is legally, ultimately responsible for the operation of the recreation and parks department; it has the "power to accomplish without recourse." It may be the city council or commission, an elected board of citizens specifically for parks and recreation, the school board, the county supervisors, or other legally established and elected body. This entity usually has taxing power and must approve the budget; it holds title to property. It also serves an important function in interpreting the programs, services, and facilities and in exerting influence throughout the community to improve and expand park and recreation programs, services, and facilities.

When the policy-making entity is not an elected independent board specifically for parks and recreation, such as many park districts have, the governing entity may appoint a parks and recreation board to which is delegated authority for operating policies and general administrative practices. This is considered a semi-independent board, since it would depend upon the city council or county commission for ultimate policy, in addition to approval and allocation of its funds. The board would be an integral part of city or county government or other local entity; and, the park and recreation executive may be directly responsible to the city or county manager, or to the park and recreation board itself. The park

## ☞ 1.2 Mission

*There shall be a written mission statement which defines the direction and purpose of the Agency.*

**Commentary:** The agency mission is the purpose or reason for the existence of the agency and establishes the long-term direction for the agency services and activities. It should reflect the outcomes or impacts that the agency seeks on its constituency. It is set forth by the public authority and is implemented through making and keeping of policies and achieving stated goals and objectives. The mission statement should be reviewed and updated periodically. Often to qualify for grants, the mission must be updated at least every five years. *Management Manual*, chp. 5 @ pp. 108 –110.

**Suggested Evidence of Compliance:** Provide a copy of written statement.

## 1.3 Goals and Objectives

### ☞ 1.3.1 Statement of Goals and Objectives

*There shall be written goals and objectives for the Agency and for each organizational component within the Agency. Such goals and objectives shall be directed toward accomplishing the Agency mission, be updated annually, and distributed to all appropriate personnel.*

**Commentary:** Establishing, and routinely updating, goals and objectives of the agency and each component helps to ensure direction and unity of purpose and serves as a basis for measuring progress. The goals and objectives should state outcomes or impacts that the agency seeks to have on its constituency. *Management Manual*, chp. 5 @ pp. 110-111.

**Suggested Evidence of Compliance:** Provide a copy of goals and objectives for each organizational component.

### ☞ 1.3.2 Personnel Input

*There should be input from the various personnel levels within the Agency in the development of Agency goals and objectives.*

**Commentary:** Obtaining the input of personnel has great value in improving the relevancy and coverage of goals and objectives statements; further, it encourages the feeling that employees have contributed to the management and operation of the Agency.

**Suggested Evidence of Compliance:** Provide examples of how input is obtained, e.g. memo, meetings, et al, to communicate to all personnel explaining why their input is important and how to submit such information.

### 1.3.3 Annual Evaluation

*There should be a written annual evaluation stating the progress made toward the attainment of goals and objectives submitted to the Agency's chief administrator by each organizational component.*

**Commentary:** The intent of this standard is to ensure that the agency's chief administrator is informed, on a regular basis, of the progress toward achieving

For both short-term programming and long-term planning and development, coordinating councils and interagency task forces can facilitate the implementation of agency goals and objectives and eliminate barriers and problems before they become serious.

Policies regarding cooperative agreements and working relationships (liaisons) should be a section in the policy manual.

**Suggested Evidence of Compliance:** Provide illustrations of cooperative efforts, including MOA's (Memoranda of Agreements) and MOU's (Memoranda of Understanding).

#### 1.5.1 Administrative-legislative Functions

*There should be written guidelines defining the relationships between the policy-making functions of the Board and the administrative functions of the chief administrator and staff.*

**Commentary:** These guidelines for internal relationships often are incorporated into position descriptions, especially in smaller agencies. *Management Manual*, chp. 2 @ pp. 32-33, 39.

**Suggested Evidence of Compliance:** Provide the written guidelines.

#### 1.5.2 Operational Coordination and Cooperation (Agreements)

*There should be written, established policies on cooperative use and maintenance of facilities and program operation, facility design, land development, finances, etc., with other agencies or organizations or individuals. Agreements on operational cooperation should be in writing by and between the Agency and others involved.*

**Commentary:** Long-term agreements with periodic review are preferable to annual agreements, inasmuch as they permit longer-range program planning. There should be written agreements between the park and recreation Agency and other city/county agencies, as well as the schools and other public and private agencies.

**Suggested Evidence of Compliance:** Provide a copy of the policies and any agreements.

#### 1.5.3 Interagency Relationships with Counterpart Agencies (Liaisons)

*There should be liaison with other park and recreation agencies in adjoining jurisdictions or jurisdictions having concurrent authority in the Agency's service area.*

**Commentary:** Park and recreation agencies need to assist and cooperate with federal, state, and local park and recreation agencies.

**Suggested Evidence of Compliance:** Provide examples of such liaison and provide letters of agreement, if any.

#### 1.5.4 Relationship with Complementary Agencies

##### 1.5.4.1 Public and social service agencies



## 2.0 PLANNING

**Commentary:** This section covers community, strategic and comprehensive planning. More specific planning functions are found in other sections, i.e., Risk Management -- section 9.3; Organization and Administration -- section 3.6; Evaluation and Research -- section 10.1. Also, it is recognized that both primary and secondary research play an integral role in planning (see section 3.3.4 Marketing, and section 10.0 on Evaluation and Research). *Management Manual*, chps. 5,6,8.

### 2.1 Trends Analysis

***There shall be a system in place to assess societal and local trends.***

**Commentary.** It is essential that park and recreation agencies keep abreast of local, regional, state, national, and world societal trends to keep dynamic in serving their constituencies. This includes assessment of needs and issues. Cross-reference 2.4.1.3 Data should be used to regularly update plans. *Management Manual*, chp. 5 @ pp. 106-107, chp. 6 @ 132-144, chp. 7 @ 215-216.

**Suggested evidence of compliance.** Provide a copy of the trends analysis process.

### 2.2 Community Planning



***The park and recreation Agency shall be a part of total community planning.***

**Commentary:** Where the Agency is a Special District, often crossing municipality and school boundary lines, the usual planning area, the involvement of the Agency in community planning, as called for in the Standards in this section, should reflect the Special District's jurisdiction, authority, and services/ programs. *Management Manual*, chp. 5 @ pp. 116-117.

**Suggested Evidences of Compliance:** Provide documentation, such as letters, minutes, cooperative agreements.

#### 2.2.1 Personnel Part of Community Planning Team

***Professional park and recreation personnel should be a part of the team for total community planning, such as city planning, school planning, and regional planning.***

**Suggested Evidence of Compliance:** Identify instances and personnel who have been part of a community planning team.

#### 2.2.2 Involvement in Community Planning Groups

***The public park and recreation Agency should be regularly involved in and a part of community planning groups for recreation, such as a Recreation Council or Division for the city, and of community planning allied to recreation, such as Council of Social Agencies, social planners.***

**Commentary:** Such groups may not even be aware of allied impact of parks and recreation, e.g., Chambers of Commerce, police, health organizations.

**Suggested Evidence of Compliance:** Identify instances and personnel who have been part of a community planning group.

The plan should reflect transportation patterns, population profiles, demand projections, private facilities, socioeconomic factors, aligned and impacted agencies, organizations, and groups, and many other variables.

**Suggested Evidence of Compliance:** Provide a copy of the current Plan, with date of official approval; describe linkage to the Agency's capital improvement budget and a phased development.

#### 2.4.1 Recreation Programming Plan

*A long-range recreation program plan (3 to 5 years or more) should be developed and periodically reviewed, as well as a current year plan, which includes implementation procedures and priority listings of recreation programs.*

**Commentary:** The program is defined as the elements and services of the public park and recreation agency in all aspects, including administration, financing, areas and facilities, activity selection, et cetera. Program elements are such aspects as community centers and playgrounds, programs for senior citizens, the handicapped and other special groups; and special program fields such as the cultural arts or athletics. Program services are aspects such as program consultation, provision of equipment and facilities, and literature. *Management Manual*, chp. 6.

**Suggested Evidence of Compliance:** A copy of long-range and current-year recreation program plans.

##### 2.4.1.1 Community study

*A comprehensive community study based on population shifts and changing social and economic conditions should be made at least every five years with interim up-dating.*

**Commentary.** The study may be made by a planning group of which the park and recreation Agency is a part. Social and service statistics should be utilized in the planning process. *Management Manual*, chp. 6 @ pp. 132-135.

**Suggested Evidence of Compliance:** Provide a copy of latest community study and an indication of its use in park and recreation Agency planning.

##### 2.4.1.2 Community inventory

*There should be an inventory of program elements and services and physical resources in the community to determine overlapping areas, areas of insufficient activity, areas of omission or inadequacy, and potential safety hazards.*

**Commentary:** The park and recreation Agency should take the initiative in maintaining such inventory if no other group of which recreation is a part has such responsibility. *Management Manual*, chp. 6 @ pp.134-138.

**Suggested Evidence of Compliance:** Provide a copy of the analysis of the inventory of programs and services and the physical resources of the community.

**Commentary:** This should also include archeological, historical, geological, and ecological studies if they appear to be of significance in the development of an area or facility. Special consideration should be given to environmental hazards, specifically toxicity. *Management Manual*, chp. 8 @ pp. 250-254.

**Suggested Evidence of Compliance:** Provide copies of studies.

#### 2.4.2.2 Master site plan

*There should be a master site plan for areas and facilities. As with the comprehensive plan, it should be officially adopted by the appropriate governing body.*

**Commentary:** The plan sets forth each individual park site or special area, delineating areas of activity, circulation patterns, building locations, parking areas, and other components for overall development. The plan should include cost estimates for long-range programming. All construction and development should include detailed working drawings and specifications with cost estimates and necessary bidding documents. The plan should reflect the program plan and should have the consultation in the initial planning stage of those who will program, operate, and maintain the area or facility. *Management Manual*, chp. 8 @ p. 279.

**Suggested Evidence of Compliance:** Provide copies of the various master and site plans with some indication that supporting operational staff have been involved in the planning process and that the plans have been officially adopted.

#### 2.4.2.3 Resource management plan

*A resource management plan should accompany the master land use plan of a resource-based park.*

**Commentary:** The resource management plan should be an integral part of developing the master use plan, having impact on activity areas. It should include both natural and cultural resources. The plan should reflect the professional interests of those who will program, operate, and maintain the area or facility. It also must provide for sound environmental practices. *Management Manual*, chp.8 @ pp. 279-284.

**Suggested Evidence of Compliance:** Provide copies of both plans with evidence that supporting operational staff have been involved in the planning process and that the plans have been officially adopted.

#### 2.4.2.4 Competent planning personnel

*The foregoing resource management and land use plans and studies should be prepared by a park planner, landscape architect, or other design professional, depending upon the nature of the project.*

**Commentary:** Where appropriate, pertinent governmental agency input and review should be sought. *Management Manual*, chp. 8 @ pp. 269-270.

### 3.0 ORGANIZATION AND ADMINISTRATION

#### 3.1 Organization

No specific organizational structures or specific titles or designations for various organizational components are suggested or recommended. To do so would limit organization flexibility and would make it difficult to accommodate the unique resources and capabilities of individual agencies. *Management Manual*, chp. 3.

Basic organizational principles are emphasized in this section; agencies with the capacity to go beyond the application of basic principles are encouraged to explore innovative approaches to organization.

##### ☞ 3.1.1 Staff Organization

***The Agency shall establish a staff organizational structure, specifying in detail the interrelationships of the system from the highest authority to all staff positions.***

**Commentary:** An agency should establish a formal structure through which organizational components are arranged, defined, directed, and coordinated. Separate organizational components should be established for the grouping of line functions (those activities which are directly related to carrying out the agency's objectives) and staff functions (those activities carried out to support the line functions).

In addition to the written description, an agency should have an official organizational chart. The chart should reflect the chain of command and the line of authority and communication within the Agency. The chart should be updated as required, but at least annually, and should be posted permanently in at least one location accessible to all personnel.

An agency's structure should reflect its purpose, its methods of operation in relation to its resources, and its relationship to the community.

The organizational structure should be established so that the alignment of responsibility and delegation of authority is clearly understood to enable an agency to carry out its goals.

In order to become aware of what is expected of staff and to promote efficiency and responsibility, employees should be accountable to only one supervisor. There may be a time when a supervisor has to give work direction to an employee who is outside the chain of command; however, in ordinary circumstances, each employee should be able to identify one, and only one, supervisor to whom the employee is accountable.

To achieve effective direction, coordination, and control, the number of employees under the immediate control of a supervisor should not be excessive. This standard applies to each hierarchical level of the structure. Typically, at higher levels of authority, there are fewer employees in the span of control. The addition of employees increases the difficulty of command and decreases the efficiency of both the supervisors and their employees.

To achieve effective direction, coordination, and control, supervisory personnel should be accountable for the performance of employees under their immediate supervision. This standard applies to each level of supervision within the Agency. *Management Manual*, chp. 3 @ pp. 47-53, 60-62.

There should be a centrally located, up-to-date library for staff use and research. There should be an adequate, efficiently staffed and controlled warehouse for storage and distribution of all types of materials and supplies, and equipment. In smaller agencies, particularly, these administrative office functions might be in conjunction with other departments of the governing body. *Management Manual*, chp. 3 @ pp. 55-56.

**Suggested Evidence of Compliance:** Provide a checklist of the types of space indicated in the community with qualitative annotation of adequacy.


### 3.2.2 Support Services

*Adequate support staff and services should be provided to enable the professional staff to perform their appropriate functions.*

**Commentary:** Sufficient and appropriately skilled clerical and maintenance staff should be provided. Adequate support services, equipment, and materials, such as typewriters, computers and copiers, resource literature, and AV equipment, should be provided. Current technology, where appropriate and feasible, should be utilized to effectively perform functions. For economy and efficiency, the professional personnel should be freed as much as possible from clerical, maintenance, and other sub-professional functions. *Management Manual*, chp. 3 @ pp. 56-57, chp. 10.

**Suggested Evidence of Compliance:** Provide a listing of both support staff and services with qualitative annotation of adequacy.

### 3.3 Public Information, Community Relations, and Marketing

 *There shall be a written statement regarding the role of public information, community relations, and marketing functions in the community.*

**Commentary:** Standards in this section relate to the establishment and maintenance of public information and community relations functions. *Management Manual*, chp. 11.

**Suggested Evidence of Compliance:** Provide the written statement.

#### 3.3.1 Public Information

*A written statement states that the Agency is committed to informing the community and the news media of events within the public domain that are handled by or involve the Agency and sets forth policies that govern what information should be released, when it should be released, and by whom it should be released.*

**Commentary:** To operate effectively, a park and recreation agency must have the support of its community. An agency can obtain such support by informing the public and news media of events that affect the lives of citizens in the community. In short, the agency's policy should be one of sensitivity, openness and candor. By providing the news media and the community with information on agency administration and operations, a relationship of mutual trust, cooperation, and respect can be maintained. *Management Manual*, chp. 11 @ pp. 413-416.

To convey information, an agency often relies on the news media. The information (primary facts) should be conveyed timely and accurately.

**Commentary:** The intent of the standard is to ensure that the Agency has a point of control for information dissemination to the community and the media. In large jurisdictions where media contacts are frequent and often of a sensitive nature, a full-time public information officer may be needed to coordinate activities; however, where the community served is small and media contacts infrequent, the assignment of the function to an individual as a part-time responsibility may suffice. While it is recognized that each employee has the responsibility for promoting community relations, the intent of the standard is to vest the authority and responsibility for developing and coordinating the Agency's community relations function in an identifiable position. The person in the position should either be or have direct access to the chief administrator.

**Suggested Evidence of Compliance:** Provide the position description which reflects responsibilities for such functions.

### 3.3.4 Marketing

*Management Manual*, chp. 11 @ pp. 422-488.

#### 3.3.4.1 Marketing component functions, plan

*The Agency should have a marketing component with specified functions and a written plan, which includes annual evaluation of the whole marketing component.*

**Commentary:** Effective market research, planning, product development, strategies and objectives for delivering demand-driven, high quality programs and services contribute to successful park and recreation operations. Marketing is a process for accomplishing agency mission and objectives by developing, pricing, making accessible, and providing accurate and timely information about recreational opportunities which satisfy the wants/desires of target publics/markets. Developing accurate and timely information about the expectations and perceptions of different market publics and recreational opportunities, and making it accessible to administrators is crucial to effective marketing. Marketing should be recognized as a crucial function. Larger park and recreation agencies should designate a person or staff unit with the primary responsibility for development, implementation and evaluation of marketing strategies and tactics. In addition, the complexities of marketing and related research functions in today's world require that all agency staff should be appropriately educated about marketing and its application across functions. *Management Manual*, chp. 11 @ pp. 430-460.

All park and recreation agencies perform certain marketing functions; the scope depends on their size and mandate. Among the functions are user inquiry, development of an agency marketing philosophy and marketing plan, and development of operational procedures and policy guidelines to implement that philosophy.

An annual evaluation of the marketing functions should include the following items: type of activity; location; time; date; objectives achieved, and actual costs. The position accountable for the marketing component of the agency should perform evaluations comparing the plans and the results of activities and meet regularly with operating units of the agency, neighborhood associations and other business/community groups to assess program needs and evaluate current programs. Marketing strategies should be evaluated against written marketing objectives.

The quality assurance program should include (a) objectives for improving the quality of specific facilities, programs, and services, (b) quality standards for facilities and service, (c) and employee education.

A quality assurance program should be the responsibility of the administrator or designated personnel.

**Suggested Evidence of Compliance:** Describe procedures for monitoring and evaluating.

### 3.3.5 Periodic Report and Evaluation

*At least quarterly, the person or persons responsible for the public information/ community relations and the marketing functions should submit a report to the Agency's chief administrator; and, the plans (3.3 and 3.3.4.1) should be evaluated annually, at a minimum, for effectiveness.*

**Commentary:** The report should include, at a minimum, the following elements: a description of current concerns voiced by the community; a description of potential problems that have a bearing on park and recreation activities within the community; and a statement of recommended actions that address previously identified concerns and problems. During his or her routine activities, the employee responsible for public information and community relations will become aware of areas of concern to community residents and of situations that could develop into problems in the community. The effectiveness of marketing strategies should be set forth. *Management Manual*, chp. 11 @ p.459.

**Suggested Evidence of Compliance:** Provide several informal reports and the annual evaluation.

## 3.4 Management Information Systems, including Records Management

### ☞ 3.4.1 Management Information Systems

*The Agency shall have a management information system, including statistical and data summaries of Agency activities, such as daily, monthly, and annual reports.*

**Commentary:** The management information system should provide reliable information to be used in management decision-making. This is important in predicting workload, determining manpower and other resource needs, and preparing budgets. Examples of data sources are program attendance, equipment and material inventories, work orders, budget administration records. *Management Manual*, chp. 10.

The administrative reporting system should provide management information on the activities of the agency. Properly designed administrative reports will reflect comparative data and trends on activities. An administrative reporting system is effective in insuring communications throughout the chain of command. An appropriate information system should include at least financial, personnel, and program records; property inventories; legal documents; and accident reports.

The monthly report should provide heads of organizational components an opportunity to account for the activities in their units during the previous month. Administrative matters may be discussed in the report, and comparative data on activities of the previous month, same month in the previous year, and year-to-date are valuable sources of management information. The monthly report may

Incident reports also must be made for such as disturbances, lost child, stolen items, car break-ins, et al.

There should be specific management use of the information on the accident and incident reports.

**Suggested Evidence of Compliance:** Provide a copy of the procedures.

### 3.4.3 Program Service Statistics

*Appropriate service statistics should be maintained to plan, interpret, and evaluate the recreation and park program.*

**Commentary:** Appropriate records on individual participants and groups should be maintained in a form that lends itself to summarization to provide useful information, such as proportion of constituents receiving services; number of participants registered, number of groups and sessions, and the attendance; composition characteristics of the participants as well as the constituency, such as age, sex, cultural background, marital status, educational level, occupation, length of time in community; and effects of program on participants when measured, such as level of proficiency, learning of new skills, changes in behavior patterns, new interests expressed, etc. *Management Manual*, chp. 10 @ pp. 367-368.

In addition, community impact data should be obtained to assess the effectiveness of an agency's programs and services.

All records and reports should conform to such uniform and current methods of maintaining records and reporting data as may be developed from time to time within the professional field, so that local data may be used for comparative information with other public recreation departments.

**Suggested Evidence of Compliance:** Provide the types of service statistics maintained and have available on site reports issued and how the data were utilized.

## 3.5 Communications

*A communication system shall be established to insure the accurate and timely transfer of information, both internal and external.*

**Commentary:** An internal communications component within the Agency includes communication both "upward" and "downward." *Management Manual*, chp. 3 @ pp. 57-60, chp. 10 @ 370-374.

An external communications component includes formal communications to higher levels of government, counterpart agencies, news media, and members of the public. Timely communications with external departments of government and outside agencies are crucial to success in cooperative efforts in meeting the needs of the community. Good communications with the appropriate news media are essential. The person or unit accountable for the communications function within the organization structure should be designated. In smaller agencies the function may be combined with others; however, in larger agencies, it should be a distinct unit.

**Suggested Evidence of Compliance:** Describe communication system.



Staff should be appropriately educated and qualified for their positions, have a clear delineation of their responsibilities, and be held accountable to agency executives.

The competence of the planning unit's head is a major ingredient in a productive and effective planning and research effort. This competence may be reflected both in academic training and in prior professional experience.

There should be no more than one person in the chain of command between the director of the planning and research unit and the agency's chief administrator. The planning and research component should be related as directly as possible to the agency's chief administrator. Such proximity enhances the planner's ability to collect data and make programmatic recommendations and the chief administrator's ability to make informed decision.

**Suggested Evidence of Compliance:** Provide job description for persons who have planning and research function and/or consultant agreement.

### 3.6.3 Analysis of Operations

*There should be a semiannual analysis of operational activities, which includes the following: type of activity – location – time – date - and is disseminated to affected organizational units.*

**Commentary:** The planning and research function should include periodic analyses of operations activities to facilitate accurate and timely decision making in the allocation or deployment of agency resources. *Management Manual*, chp. 5 @ p. 118.

The opportunity for beneficial changes in the use of agency resources is facilitated by the dissemination of studies and information.

**Suggested Evidence of Compliance:** Provide the last two semiannual analyses and indicate to whom they were disseminated.

## 4.0 HUMAN RESOURCES

*Management Manual*, chps. 12 & 13.

### 4.1 Employees

NOTE: A comprehensive employee manual of the park and recreation or central Agency will encompass many of the subsequent standards of this section and provide the requested evidence of compliance.

#### ☞ 4.1.1 Chief Administrator

*There shall be a professionally-qualified administrator who is responsible to the managing authority for the management, direction, and control of the operations and administration of the Agency, and who shall have authority to perform such responsibilities.*

**Commentary:** The administrative or executive function is accomplished by the administrator employed by the managing authority to be responsible for the operation of the agency. This administrator may possess different titles, such as superintendent of parks and recreation, superintendent of recreation, director of parks and recreation, commissioner of recreation, executive officer, general manager. Whatever the title, this person serves as the chief executive officer, the top administrator. The administrator should be employed full-time, year-round, and be qualified by experience and education in park, recreation, or related disciplines. A key point is that only one person should be so designated. *Management Manual*, chp. 13 @ pp. 535-543.

The administrator should help the managing authority to become familiar not only with the individual responsibilities of the managing authority members, but also with general operation of the agency. The administrator should keep board, staff, and community informed of public policy issues as affects its constituency.

A system of succession should be established to ensure that leadership is available when the agency's chief administrator is incapacitated, off duty, out of town, or otherwise unable to act.

It is highly desirable that the chief administrator be a Certified Park and Recreation Professional (CPRP).

**Suggested Evidence of Compliance:** Provide name and professional qualifications of the current chief administrator; also provide copy of position description. Evidences of "professionally qualified" include: (1) Certified Park and Recreation Professional (CPRP), (2) degree in parks and recreation or related field, or (3) four-year college degree and five years professional experience in parks and recreation, and involvement in professional park and recreation organizations (see 4.1.4.2.2). All three criteria are highly desirable.

presenting the basic information required. *Management Manual*, chp. 13 @ pp. 543-545.

A comprehensive job analysis includes both the position description (title, line of authority, scope and range of authority; duties, functions, responsibilities; and amount and kind of supervision exercised and received) and job specifications or qualifications (education, certification or registration, experience, competencies, special skills, et al).

**Suggested Evidence of Compliance:** Job analyses on file.

#### 4.1.3 Recruitment and Selection

##### 4.1.3.1 Recruitment process

*There should be a comprehensive and aggressive recruitment and selection program to secure qualified personnel.*

**Commentary:** A written statement should initiate the formal recruitment process. Administrative control for the process should be vested in one identifiable position. All agency personnel should be involved in a recruitment process based upon a written recruitment plan with specific goals and measurable objectives that are evaluated and reevaluated annually. *Management Manual*, chp. 12 @ pp. 498-503.

Recruitment activities will be enhanced by cooperative arrangement with a personnel agency, if any, and with community organizations, and key leaders. Recruiters should be sent on-site to educational institutions and community service organizations. An extension of recruitment is establishing a park and recreation student intern program.

It is understood that in certain cases an agency is required to handle its personnel through a state or local civil service merit system, and is, therefore, linked to that system in the recruitment of its park and recreation personnel. Obviously, every agency is obligated to comply with all applicable statutes and policy statements. Statutory changes and new policy statements are clearly out of the hands of the agency itself. However, in such a situation, the agency is required to show that the civil service agency upon which it depends is in compliance with applicable standards.

**Suggested Evidence of Compliance:** Provide a copy of written recruitment and selection procedures.

##### 4.1.3.2 Equal employment opportunity

*There should be a written policy regarding cultural diversity for all employment practices and evidence that it is being implemented.*

**Commentary:** The Equal Employment Opportunity Plan should assure equal opportunities for employment (hiring) and promotion and equity in employment working conditions. The Equal Employment Opportunity Plan should be based on an annual analysis of the Agency's present employment policies, practices, and procedures relevant to their effective impact on the employment and utilization of all persons. The American Disabilities Act also should be implemented effectively. *Management Manual*, chp. 12 @ pp. 491-498.

generally listed among the final stages in the selection process only to suggest that this is when they should be completed; they are likely to have commenced much earlier. There is a need for special sensitivity to any possible child abuse record. Background investigation procedures may be in the personnel manual. *Management Manual*, chp. 12 @ p 509-510.

**Suggested Evidence of Compliance:** Provide copy of procedures and examples of background checks completed.

#### 4.1.4 Management Policies and Procedures

##### 4.1.4.1 Personnel manual

*There shall be written policies which govern the administration of personnel procedures for both professional and nonprofessional employees and are reviewed annually.*

**Commentary:** The personnel practices should include procedures for selection, hiring, and dismissal; retirement, hospitalization, leaves, vacation, and other fringe benefits, increment policy, salary schedule; incentive system; and staff development program. Policies and practices should be in accord with the working conditions of the immediate locale. *Management Manual*, chp. 13 @ pp. 548-549.

The manual of personnel policies and practices should be given to each employee, as appropriate to the position held.

**Suggested Evidence of Compliance:** Provide copy of policies and manual; describe on-the-job training opportunities; indicate procedures for annual review and date of latest review.

#### 4.1.4.2 Professional considerations

##### 4.1.4.2.1 Code of conduct (ethics)

*There shall be a statement of personnel (Agency) responsibility or role in politically sensitive issues as related to the park and recreation system, business dealings with other entities, interrelationships with other organizations and agencies, and interactions with participants.*

**Commentary:** Professional ethics is a concern of the profession and of great importance to the integrity of the system. There should be guiding policies on a number of specific aspects, such as activism and partisanship, yet recognizing freedom of speech, acceptance of gratuities, etc. *Management Manual*, chp. 3 @ 62-64, chp. 13 @ pp. 557-558.

Ethical behavior for the public good is of utmost importance, and should include conflicts of business interest, personal relationships to clientele including child abuse, drug abuse, et al.

**Suggested Evidence of Compliance:** Provide a copy of the code of conduct.

functions, employee education benefits, if any, and personnel support services to employees. *Management Manual*, chp. 12 @ pp. 515-518.

**Suggested Evidence of Compliance:** Provide a copy of the park and recreation Agency or managing authority fringe benefits plan.

#### 4.1.4.3.3 Conditions of work

##### 4.1.4.3.3.1 Physical examination

*There should be a written policy governing the provision of physical examinations for employees.*

**Commentary:** A periodic physical examination is a benefit to both the employee and the agency. The age of the employee and/or job assignment may determine the frequency of the examination.

It is desirable that at least the initial physical examination be provided at no cost to the employee. The physical examination may be provided by a physician made available by the agency. In the event an employee selects a personal physician, the fee should be paid by the employee with reimbursement, and the results subject to confirmation by an agency-selected physician.

**Suggested Evidence of Compliance:** Provide copy of the physical examination written statement.

##### 4.1.4.3.3.2 Health and physical fitness

*There should be a program which enhances general health and physical fitness of employees.*

**Commentary:** A satisfactory level of general health and physical fitness on the part of agency employees should be maintained so that work can be performed efficiently and without personnel shortages caused by excessive sick leave.

What constitutes a satisfactory health level is related to the age of the employee and the position occupied. One level might be specified for those in more or less sedentary positions and another level for those who perform more active work, such as selected maintenance and program service tasks. Criteria for fitness should be those that have

There should be agency reimbursements to employees attending training programs in or outside the agency's service area. The conditions under which reimbursement will be provided for mileage, meals, housing, fee, books, or materials for training programs conducted in or outside the agency's service area should be specified.

The training program should incorporate specific training set forth in other standards, e.g., 8.2.2 handling traffic, 8.3.1 law enforcement, 8.4.2 general security plan, 10.4 evaluation.

**Suggested Evidence of Compliance:** Provide a copy of current job training program. Indicate when it was evaluated and updated. Also, indicate criteria for reimbursement.

#### 4.1.4.4.3 Career development

*There should be a program of career development (and self-improvement) based on needs of individual employees, including the responsibilities of employee and employer.*

**Commentary:** Career development is a structured process that is utilized by an agency to provide opportunities for individual growth and development at all levels. The career development program should foster the improvement of personal skills, knowledge, and abilities of all professional personnel in order to successfully meet agency tasks and career advancement requirements. The program should be voluntary and insure all professional employees equal access to training and development opportunities. The aim of career development is to highlight specific opportunities for individual growth at all levels and to improve overall job satisfaction and performance. The agency may utilize the career development program to further the professional growth and capabilities of the employee's present and/or future job role within the agency. The staff development program should include availability of periodicals, books, and other resource materials; attendance at conferences, workshops, and clinics; staff seminars and study groups; in-service education program of a specific sequence and content; encouragement of correspondence courses and academic work; visitation to other programs. *Management Manual*, chp. 13 @ pp. 556-557.

**Suggested Evidence of Compliance:** Provide a copy of the program for career development.

#### 4.1.4.5 Performance evaluation

*There should be a sound and systematic procedure for annual appraisal of job performance.*

**Commentary:** Such personnel evaluation should be utilized for the development and improved quality of the individual's performance on the job, as well as a basis for promotion, monetary increments, and dismissal. Evaluation should be a continuing process of which the annual review is a

A manual should describe all elements used in the promotional process and may be incorporated within a comprehensive personnel management or general policy and procedures manual.

**Suggested Evidence of Compliance:** Provide a copy of promotion procedures and processes and indicate how they have been communicated to employees.

#### 4.1.4.7 Disciplinary action, appeals and grievances

##### 4.1.4.7.1 Disciplinary action

*There should be a disciplinary system related to the code of conduct and performance evaluation.*

**Commentary:** The system should specify the conduct expected of employees, and particularly identify prohibited employee behavior. Prohibitions should be specific, whereas approved behavior may be stated in general terms (e.g., courtesy, punctuality). Statement about grooming should be specific. This system should include, but not be limited to: (1) compliance with agency statements; (2) unbecoming conduct; (3) use of alcohol and drugs; (4) acceptance of gratuities, bribes, or rewards; (5) abuse of authority; and (6) proper care and maintenance of equipment. The code of conduct may be in the form of rules and regulations. *Management Manual*, chp. 12 @ pp. 518-522, 524-525.

In addition to providing a copy of the code of conduct and appearance to each employee, this should be a topic included in all levels of training and repeated at intervals to emphasize its importance.

The components of the disciplinary system should identify the methods to be applied to individual conduct in the interest of discipline. The system should be based on fairness to the employee and the Agency and should stimulate employee morale and motivation.

**Suggested Evidence of Compliance:** Provide a written copy of the system, the policies and procedures and how they are made known to all employees.

##### 4.1.4.7.2 Appeals and grievances

*A grievance procedure, available to all employees, should be established.*

**Commentary:** The procedures shall identify matters that are grievable (scope); establish time limitations for filing or presenting the grievance; establish procedural steps and time limitations at each step in the grievance procedure; and establish criteria for employee representation. Since a formal grievance procedure is designed to resolve differences between the employee and employer, it follows logically that such procedures be written in clear, concise terms. If grievance procedures are part of a collective bargaining agreement, such agreement must be used. *Management Manual*, chp. 12 @ pp. 521, 523.

**Suggested Evidence of Compliance:** Provide description of recruitment, selection, orientation and retention procedures.

4.2.3 Supervision and Evaluation

*Volunteers should (a) be monitored and given supervisory visits and conferences, as well as in-service training, and (b) be evaluated regarding performance.*

**Suggested Evidence of Compliance:** Provide written description of the monitoring system, current practices for supervisory visits and conferences, in-service training, and evaluation process.

4.2.4 Recognition

*There should be a program of recognition for volunteers.*

**Suggested Evidence of Compliance:** Provide description of the nature of recognitions given, including awards and public recognition.

4.2.5 Liability

*Volunteers should be covered for negligence liability by the Agency.*

**Suggested Evidence of Compliance:** Provide copy of documentation indicating coverage.

4.3 Consultants and Contract Employees

*Consultants and contract employees may be utilized for special functions.*

**Commentary:** These may be officially contracted for a fee or their services may not involve a fee at all. May include consultants on human development, management, finances, landscape design, facility construction, etc. *Management Manual*, chp. 13 @ pp. 565-566.

**Suggested Evidence of Compliance:** Provide a copy of park and recreation or central Agency policies and procedures regarding use of consultants and contract employees.



## 5.0 FINANCE (FISCAL POLICY AND MANAGEMENT)

*Management Manual*, chps. 14 and 15.

### 5.1 Fiscal Policy



***Fiscal policies setting guidelines for management and control of revenues, expenditures, and investment of funds shall be set forth clearly in writing, and the legal authority must be clearly established.***

**Commentary:** Policy of an agency must comply with the higher authority of the parent organization and be based on appropriate enabling legislation. General fund revenues include revenues from property taxes, sales taxes, income taxes, licenses and permits, fees and charges. Policy decisions regarding revenues from other than general funds may include mileages, grants, gifts and bequests, special taxes and assessments. Policies may include pay-as-you-go or pay-as-you use. If a "privatization policy" for providing facilities and services is established, it should include assurances that low-income portions of the population will not be denied access. *Management Manual*, chp. 14 @ pp. 589-620.

**Suggested Evidence of Compliance:** Provide copy of fiscal policies and legal authority.

#### 5.1.1 Fees and Charges

*There should be an established policy on the type of services for which fees and charges may be instituted and the basis for establishing the amount of such fees and charges.*

**Commentary:** Recognition should be given to the function of income-producing and subsidized activities as well as "break-even" activities. Often a local agency will establish a policy to subsidize children's activities, but not adults, or establish differential fees for residents and non-residents. Such policies should be regularly evaluated. *Management Manual*, chp. 14 @ pp. 604-611.

**Suggested Evidence of Compliance:** Provide copy of policy on fees and charges and rationale.

#### 5.1.2 Acceptance of Gifts

*There should be a written policy for the acceptance of gifts and bequests.*

**Commentary:** "Reverter clauses" are sometimes used to assure that the properties given for recreational use continue for that purpose or revert to the owners or heirs. Where a gift is real property, or funds to build a facility, or to purchase acreage, there must be a provision for adequately maintaining the property after acquisition. *Management Manual*, chp. 14 @ pp. 617-619.

**Suggested Evidence of Compliance:** Provide a copy of written policy.

#### 5.1.3 Financial Assistance (government cost-sharing)

*Where feasible and appropriate, matching funding by state and federal governments, voluntary agencies, private groups and individuals may be used.*

**Commentary:** Local agencies are urged to take advantage of state and federal cost-sharing programs. Where utilization of federal funds is not part of the philosophy of local financing, no penalty in scoring points shall occur in regard to this aspect; however, other sources should be used. *Management Manual*, chp. 14 @ pp. 613-615.

### 5.2.3 Purchasing Procedures

*Management Manual*, chp. 14 @ pp. 620-623.

#### 5.2.3.1 Requisition procedure

*There should be written procedures for the requisition and purchase of Agency equipment and supplies to include, at a minimum:*

- *specifications for items requiring standardized purchases;*
- *bidding procedures; and*
- *criteria for the selection of vendors and bidders.*

**Commentary:** The intent of the standard is to establish formal procedures for controlling the requisitioning and purchasing of Agency supplies and equipment. The standard may be satisfied through evidence of the use of a purchasing procedure in general use by the governing entity, providing the conditions included in the standard are met. *Management Manual*, chp. 14 @ pp. 620-622.

**Suggested Evidence of Compliance:** Provide a copy of procedures.

#### 5.2.3.2 Emergency purchase or rental/lease procedures

*There should be written procedures for emergency purchasing or rental agreements for equipment.*

**Commentary:** Emergencies often require the purchase or rental of additional or more sophisticated equipment. Procedures are necessary to outline the methods for securing or procuring such equipment in a swift and efficient manner. *Management Manual*, chp. 14 @ p. 622.

**Suggested Evidence of Compliance:** Provide a copy of procedures.

### 5.3 Auditing/Accountability

 *The Agency shall have an accounting system.*

**Commentary:** The accounting system should be compatible with, or may be a part of, the central accounting system of the governing jurisdiction. It is essential that an agency establish such a system to ensure an orderly, accurate, and complete documentation of the flow of funds. *Management Manual*, chp. 14 @ pp. 590-591, 624-635.

**Suggested Evidence of Compliance:** Provide a description of the accounting system.

#### 5.3.1 Monthly Status Reports

*The Agency should have an accounting system that includes, at a minimum, provisions for monthly status reports showing:*

- *initial appropriation for each account (or program);*
- *balances at the commencement of the monthly period;*
- *expenditures and encumbrances made during the period; and*
- *unencumbered balances.*

**Commentary:** Each appropriation and expenditure should be classified, at a minimum, according to function, organizational component, activity, object, and program. Data processing systems can facilitate rapid retrieval of information on

**Commentary:** As a basis for determining the financial integrity of an agency's fiscal control procedures, and independent audit should be conducted at least annually or at a time stipulated by applicable statute or regulation. The audit may be performed by the government's internal audit staff (external to the agency being audited) or by an outside certified public accounting firm. *Management Manual*, chp. 14 @ pp. 634-635; chp. 15 @ pp. 703-704.

**Suggested Evidence of Compliance:** Provide a copy of recent independent audit and management letter, if provided; indicate response to recommendations.

#### 5.4 Budgeting Procedures

*Management Manual*, chp. 15

##### 5.4.1 Budget Preparation, Presentation and Adoption



***There shall be annual operating and capital improvements budgets, including both revenues and expenditures.***

**Commentary:** Operating budgets cover a one-year period and capital improvements may extend five or six years with annual review. No attempt has been made to suggest a preference for any one budgetary system over another, primarily because the nature of an agency's system is usually determined by the kind of system in use in the government. What is an adequate budget is a matter of judgement as to how successfully the needs of the constituency for recreation and park services are being met. The budget includes both capital and operating expenditures. The program budget must be realistic in terms of the financial capacity of the community. It is desirable to have board, where there is one, or/and citizen input. *Management Manual*, chp. 15 @ pp. 678-700.

**Suggested Evidence of Compliance:** Provide a copy of the annual operating and capital improvements budgets.

##### 5.4.1.1 Participation in budget preparation

***The heads of major organizational components within the Agency should participate in the preparation of the Agency's budget.***

**Commentary:** An agency's budget should be developed in cooperation with all major organizational components within the agency. To increase the value of the input and to enhance coordination in the budget process, guidelines should be established to inform the heads of components of the essential tasks and procedures relating to the budget preparation process. The guidelines should include instructions for preparing budget request documents and for providing adequate justification for major continuing expenditures or changes in continuing expenditures of budget items. Information should be included regarding operating impact. For the purpose of this standard, a "major organizational component" is a bureau, division, or other component depicted on the organizational chart as the first or second level below the Agency's chief executive officer. *Management Manual*, chp. 15 @ pp. 667-674.

**Suggested Evidence of Compliance:** Provide procedures for such participation.

### 5.4.3 Inventory, Fixed Assets

#### 5.4.3.1 Inventory control

*There should be written procedures for inventory control of Agency property, equipment, and other assets.*

**Commentary:** Inventory controls are intended to prevent losses and unauthorized use, and to avoid both inventory excesses and shortages. Complete records should be maintained for all agency property, equipment, and other assets. *Management Manual*, chp. 14 @ p. 623.

**Suggested Evidence of Compliance:** Provide copy of procedures.

## 6.0 PROGRAMS AND SERVICES MANAGEMENT

*Management Manual*, chp. 7

### 6.1 Programs/Services Determinants

 ***The programs and services provided shall be based on:***

- *conceptual foundations of play, recreation, and leisure*
- *constituent needs*
- *community opportunities*
- *Agency philosophy and goals*
- *experiences desirable for clientele*

**Commentary:** A professional, systematic, and studied approach should be taken in determining what programs and services should be provided by the agency. The public entity is not isolated, but other opportunities in the community, the particular needs of the targeted constituencies, and the agency's own goals must be specifically a part of the consideration for programs and services selected. See also Commentary in sections 6.1 through 6.8. *Management Manual*, chp. 5 @ pp. 106-111, chp. 7 @ pp. 176-180, 187-196, chp. 6 @ pp. 132-144.

**Suggested Evidence of Compliance:** Provide written statement and examples that the five determinants have been used in planning for programs and services.


#### 6.1.1 Participant Involvement

*Development of programs should involve the participants.*

**Commentary:** Participants should have involvement in (a) planning, through such means as club officers, senior citizen and teen councils, ad hoc committees, and opinionnaires; (b) conducting activities, such as serving as volunteer leaders on playgrounds, recreation aides for special group services, judges for contests; (c) sponsorship, such as playground advisory councils, team sponsors, special project patrons; and, (d) policy recommendation through citizen advisory committees and study groups at both the neighborhood and community-wide levels. *Management Manual*, chp. 7 @ pp. 186-187, 213.

**Suggested Evidence of Compliance:** Describe the process for obtaining and utilizing participants' input. Give examples.

### 6.2 Nature of Services/Programs Delivery

 ***Services/programs shall be delivered in a variety of ways, such as: directed and self-directed programs, outreach, user services, rentals.***

**Commentary:** To appropriately service the constituency, it is essential that the services/programs be made available through various program formats and delivery approaches, as indicated in the four subsections. *Management Manual*, chp. 7 @ pp. 180-187, chp. 6 @ pp. 130-134.

**Suggested Evidence of Compliance:** Provide a list of ways in which services/programs are delivered.

skates and skis, boats, videos, safety equipment; programs, e.g. instruction, trips, and theater production. *Management Manual*, chp. 7 @ p. 218.

**Suggested Evidences of Compliance:** List programs/services provided for a fee.

### ☞ 6.3 Objectives

*There shall be specific objectives established for each program or service.*

**Commentary:** The statement of objectives should (a) be written; (b) cover programs such as community centers and playgrounds; programs for senior citizens, the persons with disabilities, and other special groups; special program fields; and services such as program consultation, provision of equipment and facilities, and literature; (c) be reviewed at the beginning of each year's or season's program and used as an evaluative tool at the end; (d) be prepared in consultation with appropriate groups, such as participant councils, planning committees, supervisory personnel, recreation leaders; (e) be specific and realistic in terms of what the program is supposed to do for the participant; not a statement of general values of an activity or program field but of outcomes or impacts on the individual participant and on the community (f) be based on the agency's philosophy and goals and (g) include rationale for method of delivery. . *Management Manual*, chp. 7 @ pp. 187, 196-208, chp. 6 @ pp. 147-149.

Specific objectives are statements of the desired outcomes for the participants. These objectives are a refinement of how the goals become realized through programs. They tell you exactly what you seek to accomplish through each aspect of the program. Cross reference 1.3.1.

Objectives should be written in terms of what the program or service is supposed to do for the participants. Frequently such objectives are written as general values to the individual, such as "develop desirable personality traits" or "improve the mental and physical health."

While there is a place for this type of generalization, for objectives to be meaningful, they should be more specific as to the actual outcome or impact desired by the program or service. Only in so stating can objectives be used for evaluation purposes.

One should be cautioned that objectives not be confused with organizational intent. For example, an agency may say that the objectives of its sports program includes providing a year-round program, diversified activities for all ages, and activities requiring varying levels of skill. These are not outcomes for participants, but rather the manner in which the agency will offer the activity — year-round, several different sports, activities for different age groups and different skill levels. To say that these forms of organization are the objectives in conducting the activity is the "activity without purpose" approach to programming. Unfortunately, this has been a common method of evaluating a program which asks "Do we have a variety of sports for all ages for all skills during the whole year?" rather than "Do the sports meet the various needs of individuals?"

**Suggested Evidences of Compliance:** Provide written objectives for each program or service.

### ☞ 6.4 Outreach

*The programs and services shall be available to all cultures and populations resident of and visitors to the community.*

**Commentary:** Not only must there be compliance with state and federal legislation affecting participation in programs and services, but also attention must be given to providing for the leisure needs of special populations, including senior citizens, single

the basic urges and needs of all people. Unique socioeconomic characteristics of different sections of the community should be identified and related to the selection of activities. In selecting activities, local resources and cultural characteristics should be capitalized upon. Program content should be related directly to stated objectives of the specific program. Program content may be evidenced by indicating activities to be conducted. *Management Manual*, chp. 7 @ p. 177.

**Suggested Evidence of Compliance:** Provide list of program activities and describe how individual and cultural interests were considered.

## ☞ 6.7 Types of Participation

***The program shall provide structurally for a wide range of types of participation.***

**Commentary:** Opportunities for recreation should be provided (1) which require no one but the individual himself to participate in the activity, (2) which require a small group, and (3) which require large groups for a satisfying experience. Opportunities for recreation should be provided which require varying types of involvement by the individual, such as vigorous physical activity, intellectual concentration, spectator. Opportunities for recreation should be provided which require various degrees of participant responsibility and interrelationship, such as clubs, leagues, tournaments, study groups, skills instructional classes, informal workshops, and discussions. Public recreation and parks should be concerned not only with "mass recreation" but also with the need of people to recreate with small groups and alone. Encompassed in program opportunities should be those in which an individual may participate alone, such as walking, painting, reading; those in which only a few are needed, such as bridge, tennis, music ensembles; and those for which a nominally large group is required for satisfaction, such as folk dancing, community singing, some spectator events. *Management Manual*, chp. 7 @ pp. 186-187.

*Types of involvement have at least two dimensions.* One is the degree of involvement; for example, physical recreation may require very little physical effort, such as croquet, miniature golf, shuffleboard, or it may require considerable physical output, such as basketball, aerobics, tennis. Provision should be made for activities which require various amounts of physical stamina. The same is true of intellectual endeavors; there should be those requiring little intellectual concentration and other which are a real challenge to the mind. The other dimension is the type of involvement by primary function demand, such as physical, intellectual, social, creative.

Some individuals enjoy participating most when they have little responsibility for the conduct of the activity, such as attending a spectator event, playing tennis, participating in a tournament, or taking a crafts class. Others prefer to be an integral part of the planning process, such as serving on teen councils or serving in some official capacity such as coach of a team, assistant to the craft leader, hostess at a social event.

Also, some individuals prefer activities in which they need have little interaction with others, such as crafts and swimming, while others thrive upon social interaction, such as that required by social dancing, bridge, dramatic activities. It is recognized, of course, that there may be a considerable amount of socialization in the activity, such as crafts, although the actual activity of doing crafts may require none. There should be opportunity for individuals to engage in activities at whatever degree of personal involvement they wish.

This Standard is distinguished from 6.1.1 in that 6.1.1 is directed toward participants being involved in policy determination, leadership, and program planning. This Standard focuses on types of participation as related to individual growth and development.

## 7.0 FACILITY AND LAND USE MANAGEMENT

### 7.1 Acquisition of Park and Recreation Lands

*There should be written policies and procedures for the Agency to acquire lands for park, recreation, conservation, and historical-cultural purposes.*

**Commentary:** This authority usually originates in state enabling acts, is delegated to local governments and is implemented through local charters and ordinances. Lands may be acquired for park purposes through purchase, acceptance of gifts and bequests, and on occasion, through right of eminent domain (condemnation). Because land costs rise rapidly as areas are developed, planned acquisition is crucial. Acquisition of lands shall be for both current and projected needs of the community and based on policy and planning. Cross-reference 2.4.2. *Management Manual*, chp. 8 @ pp. 241-248.

The utilization of lands through joint use and cooperative agreements with others and lease agreements should not be overlooked.

**Suggested Evidence of Compliance:** Provide citation of legal authority to acquire lands and copy of policies and procedures.

### 7.2 Development of Lands

*There should be a written land development policy and procedures for development of park and recreation lands and facilities within the financial framework of the Agency.*

**Commentary:** The need and use of areas and facilities in relation to the current program goals of the agency should be reviewed annually. The review should reflect a concern for optimum usage and coordination with the total area and facility resources of the community. Open space and design standards should be considered, such as NRPA Recreation, Park, and Open Space Standards and Guidelines, 1983. Cross reference 7.9. *Management Manual*, chp. 9 @ pp. 296-302.

**Suggested Evidence of Compliance:** Provide a copy of policy and procedures.

### 7.3 Defense Against Encroachment

*There should be procedures for protecting park and recreation lands and facilities from encroachment.*

**Commentary:** Often good planning requires the acquisition of lands for park and recreation purposes well in advance of the community's need for full development of programs and facilities. During this interim period, particularly, there will be encroachment pressures for both public and private purposes. Vigilance and determination are needed to preserve and protect the long-term public interest in these lands. If lands held in reserve are used and publicized for "use as trails, primitive camping, wetlands, etc.," the community will recognize them as recreation and will help resist encroachment. Cross reference 7.9. *Management Manual*, chp. 8 @ pp. 248-250.

**Suggested Evidence of Compliance:** Provide a copy of procedures.

### 7.4 Disposal of Lands

*There should be written procedures providing safeguards for the public interest when it becomes necessary to dispose of park and recreation lands.*



### 7.6.3 Preventive Maintenance

*There should be a preventive maintenance program, including regularly scheduled systematic inspections and careful safety checks, for each facility.*

**Commentary:** Special attention should be given to playground equipment, swimming pools, pedestrian ways, etc. *Management Manual*, chp. 9 @ pp. 329-331.

**Suggested Evidences of Compliance:** Provide a copy of the programs, including inspection schedules.

### 7.7 Fleet Management

*There should be a fleet management plan, including inventory and maintenance schedule, for all vehicles and other major equipment.*

**Commentary:** Regularly scheduled preventative maintenance programs should include careful safety checks of equipment. Written records of repair and maintenance of vehicles and major equipment should be maintained. *Management Manual*, chp. 9 @ pp. 320-325.

**Suggested Evidences of Compliance:** Provide copy of plan.

### 7.8 Agency-owned Equipment and Property

*There should be a policy and procedures for the management of and accountability for Agency-owned property, including purchase and distribution to authorized persons, proper training of appropriate personnel in use of equipment, safe and secure storage of equipment, and maintenance of all equipment in operational readiness and working order.*

**Commentary:** Such property includes supplies, materials, tools, expendable items, vehicles, installed and mobile equipment and personal wear items used by the Agency.

**Suggested Evidences of Compliance:** Provide copy of policy and procedures.

### ☞ 7.9 Natural Resource Management

*There shall be written environmentally sound standards and procedures for development and maintenance of the Agency's natural resources, with particular attention to protection and preservation of especially-sensitive land and water areas.*

**Commentary:** Such special areas would include environmentally unique areas, wetlands, riverbanks, and special woodlands valuable for erosion control, nature study, wildlife habitat, water supply reservoirs and water recharge areas. Critical elements include species selection for trees and shrubs, integrated pest management, knowledge of plant succession communities, and woodland ecology. Cross reference 7.2 and 7.3. *Management Manual*, chp. 9 @ pp. 296-303.

Environmentally sound practices should be integral to all operations, including recycling, hazardous wastes control, et. al. Even if the agency does not own/control the natural resource, there should be sensitivity to the environment and work with other agencies to meet environmentally sound standards.

**Suggested Evidences of Compliance:** Provide copy of standards and procedures.

## 8.0 SECURITY AND PUBLIC SAFETY

Note: Safety in this section refers to safety of person and property from third parties, disruptive behaviors, and natural or other disasters. Safety as related to bodily injury due to activity participation is covered in the next category, 9.0 Risk Management.

While other units in the governing body (municipality, township, county) may be responsible for many of the basic security and public safety functions, especially for the smaller agencies, these functions are of importance to the quality operation of a park and recreation system, and the agency personnel should be knowledgeable regarding such functions. The supporting role of agency personnel must be identified and understood, especially as related to law enforcement and security. The responsibility for such goes beyond the police and integrally involves agency personnel. *Management Manual*, chp. 17.

### ☞ 8.1 Authority

*The authority of all park and recreation personnel as related to law enforcement (including whether deputized or not), traffic control, and general security functions shall be clearly set forth by policy statement and communicated to appropriate persons. A person shall be designated as liaison to the jurisdictional police department.*

**Commentary:** See 3.1.3 Administrative Manual. *Management Manual*, chp. 17 @ pp. 744-752.

**Suggested Evidences of Compliance:** Provide copy of policy and method of distribution, and name of liaison.

### 8.2 Traffic Control

*Management Manual*, chp. 17 @ pp. 763-765.

#### 8.2.1 Plan

*There should be a plan for traffic control, worked out in conjunction with the jurisdictional police for:*

- *each activity/facility site, including significant transfer points from highway to park road, parking, and foot travel;*
- *each major event where there are large number of people and vehicles;*
- *crowd control (nonvehicular);*
- *traffic patterns; and*
- *emergency disasters, such as fires, tornadoes, riots.*

**Commentary:** A traffic survey shall be part of the annual safety audit/risk management planning to identify critical points and aspects.

**Suggested Evidences of Compliance:** Provide copy of plan.

#### 8.2.2 Personnel

*There should be special in-service training for the safety of personnel handling traffic at events and in parking areas.*

**Commentary:** Cross-referenced to 4.1.4.4.2. Safety equipment for personnel, such as colored vests, should be provided.

**Suggested Evidences of Compliance:** Provide copy of training schedule.

### 8.3.3 Handling of Disruptive Behaviors

*There should be procedures regarding assaults and batteries, crowd disturbances and other types of incidents/offenses.*

**Commentary:** There should be a specific written policy on the methods and procedures to follow in responding to discipline/disruptive behavior problems. This policy should clearly define the steps necessary for various levels of seriousness in participant/attendee disruptive behavior. *Management Manual*, chp. 17 @ p. 760.

**Suggested Evidences of Compliance:** Provide copy of procedures.

## 8.4 General Security

### ☞ 8.4.1 Plan

*There shall be general security plans both for general use of outdoor areas and facilities and buildings, and for specific group program/activity functions.*

**Commentary:** While law enforcement is important, preventive general security practices are essential. The plan should include:

- preventive maintenance to deter vandalism and theft

Special attention should be given to working with youth to help control juvenile delinquency. There should be community participation in any crime/delinquency prevention program.

- layout and design considerations to enable better control of people, individually and in crowds, and vehicles and more effective supervision
- security during (a) emergency disasters (e.g., floods, tornadoes, fires), (b) disruptive behaviors (e.g., riots, demonstrations, shootings and (c) special events

The general security plan may be a part of the overall risk management plan. Cross reference 9.0. *Management Manual*, chp. 9 @ pp. 307-313; chp. 17 @ pp. 765-775.

**Suggested Evidences of Compliance:** Provide copy of plans.

### 8.4.2 In-Service Training

*There should be an in-service training program, which includes the role of each employee and volunteer in the general security plans.*

**Commentary:** An in-service training program for employees and volunteers is critical to success. General security can be effective only when each employee (service, office, program – all) and volunteer leader is alert to their responsibility related thereto. Cross-reference 4.1.4.4.2.

**Suggested Evidences of Compliance:** Provide copy of program outline and training schedule.

## 9.0 RISK MANAGEMENT

**Commentary:** Many local governments have a risk management division with a designated/specific risk manager. In such situations, parks and recreation should be a part of the overall plan and its implementation. If the overall plan with implementation meets the following standards, then the Agency meets the requirements of this section. This section sets forth only the essential elements. Throughout the Standards are many additional important aspects of risk management, such as an inspection system for areas and facilities, emergency procedures, accident recording, competent personnel, supervision, visitor protection, and security and public safety. *Management Manual*, chp. 16.

### 9.1 Statement of Policy

*There should be a policy for risk management, which is approved by the Agency policy entity.*

**Commentary:** The agency policy entity must set the direction and give appropriate authority for the implementing operational practices and procedures. *Management Manual*, chp. 16 @ pp. 729-730.

**Suggested Evidences of Compliance:** Provide copy of policy and board minutes adopting policy.

### 9.2 Risk Manager

*There should be an employee with risk management responsibility and authority to carry out the policies established for risk management.*

**Commentary:** There must be aggressive loss control management and monitoring. It is essential to assign responsibility for this vital act so that it receives the credibility and institution-wide acceptance it warrants and is needed and is not perceived only as insurance purchase. Operationally, for most effective implementation, a risk manager should be designated. The risk manager must be given authority to carry out the policies established regarding risk management, both with the employees and the administration. The risk manager will work closely with the business officer of the corporation in facilitating the financial approaches determined to be most appropriate and with the administrator/ supervisors of the programs and services in obtaining essential employee performance as related to reduction of programmatic risks. The structure and size of the corporate entity will determine whether the risk manager doubles as financial officer, is the same with the recreation director, the enterprise manager, et al., or has no other responsibilities. Whatever the appropriate arrangement, it is essential that the tasks of a risk manager be assigned specifically to one person. "Everybody's responsibility is no one's responsibility!" *Management Manual*, chp. 16 @ pp. 716-718.

Further, the risk manager is not a safety director with a more sophisticated title. The risk manager is a safety director in a general sense, but is much more. Safety is not the only concern of the position — there also is the financial risk management aspect. However, a safety director or specialist might work under the risk manager or in a small operation, both functions may be given to the same person.

There may be intra-agency management with an overall risk manager for the whole municipality or entity. Where there is an inter-organization risk management agency, such as a joint risk management system formed by several municipalities, such agency will have a management team with representation from each member municipality, as well as its own management personnel, which will establish, implement, and monitor procedures to reduce the current level of losses.

participation in staff training including first aid; reviews accidents and claims, analyzing nature thereof and possible action to ameliorate, and the cost thereof; and makes periodic inspection/tour of programs and premises. In especially large operations, there might be practices to pinpoint problem areas and recommend changes, and to project trends and possible future losses. It must be made very clear to employees that the practices requested and recommended are not only to provide a safe program so participants will not be injured, but also for their own well-being.

**Suggested Evidences of Compliance:** Provide description of interaction.

## 9.6 Operational Procedures

*There should be a manual of operating procedures for carrying out the risk management plan. All administrative and supervisory personnel shall have a copy of the manual and other employees' procedures pertinent to their responsibilities.*

**Commentary:** Specific implementing operational procedures are an important element in an risk management plan. Guidelines for operationalizing the procedures set forth for the approaches to be used should be put together into a risk management manual to provide and authoritative guide and immediately available reference for all levels of employees. Not all employees need a full copy of the manual, but it should be available, and pertinent aspects definitely should be given to the employees in accord with their responsibilities. The manual should cover such operational information as what automobile insurance coverage the corporation has and if a car is rented, what insurance should be purchased; periodic inspections regarding risk potentials; supervision system, emergency plans, the accident and incident reporting system (see 3.4.2.3 and 8.2.3); and many other aspects set forth in other standards. *Management Manual*, chp. 16 @ pp. 730-731.

Particular attention should be given to emergency plans and procedures directed toward large-scale natural disasters, such as earthquakes, tornadoes, hurricanes, forest fires, and floods, and include evacuation procedures, inventory and location of equipment and materials, displacement plans for facility residents and activities, and psychological aid for staff affected by emergency, et al. Plans also should be prepared for civil disturbances, as well as the usual emergency care both for special events with a large number of participants and/or spectators and for on-going activity in the parks and recreational facilities. Special cooperative arrangements should be made with other public departments and agencies, private contractors, and community organizations. Park and recreation agencies should be integral to any community emergency plan.

**Suggested Evidences of Compliance:** Provide copy of manual and distribution procedure.

## 9.7 Risk Accounting

*The risk management plan should be monitored in terms of the dollar costs.*

**Commentary:** Risk management is an on-going process; not only must it be integrated into the very fiber of an organization, but also its effectiveness must be systematically evaluated and adjustments made as appropriate. Neither the implementation of the plan nor its effectiveness assessment just happen -- "everybody's business is nobody's business." Responsibilities must be assigned and structure set in place to facilitate risk management. While a primary purpose of risk management is the savings of lives, it is essential that the risk management plan be monitored in terms of the dollar costs -- is it paying off financially and if not, why not? In calculating the costs of risk, one must add together the costs of insurance, uninsured losses that come from the operating budget, the losses which may come from the funded reserve (self-insurance), the administrative costs of maintaining the risk management office/personnel and its operation, and the safety and

## 10.0 EVALUATION AND RESEARCH (EVALUATIVE RESEARCH) *Management Manual, chp. 18*

### ☞ 10.1 Systematic Evaluation Program

***There shall be a systematic evaluation plan to assess outcomes and the operational efficiency and effectiveness of the Agency.***

**Commentary:** This standard is concerned with a systematic evaluation program for the total agency operation. Evaluation should encompass both the operation as a whole and specific elements and services. Evaluation is the process of determining the effectiveness of current practices and procedures. *Evaluatory practices also are referred to in other aspects; these should be incorporated into the overall program of evaluation. See:*

- a. Annual evaluation of goals and objectives (1.3.3)
- b. Annual review of policies (1.4.2)
- c. Trends analysis (2.1)
- d. Data gathering for planning (2.4)
- e. Community inventory and need index (2.4.1.2, 2.4.1.3)
- f. Management information system (3.4.1)
- g. Records management (3.4.2)
- h. Service statistics (3.4.3)
- i. Performance evaluation of personnel (4.1.4.5)
- j. Fiscal management, unit cost determination (5.4.1.2)
- k. Inventory control (5.4.3.1)
- l. Recreation services management -- program "needs" and effectiveness (6.1)
- m. Program evaluation (6.9)
- n. Cost effectiveness of certain equipment (7.11)
- o. Risk management determination of nature of, and extent of, risks (9.4)

In this era of accountability, a comprehensive evaluation system is essential. It should encompass both "effort" or operational analysis and "effect" or outcomes, as well as assessment of the appropriateness and adequacy of the process. Evaluation should be made not only by personnel within the agency, but also by those from outside the agency. Participants, as well as the planners, supervisors, and leaders, should be involved in the evaluative process. A time schedule for evaluations should be established; some evaluations will be annual, others periodical, and still others at the end of a season or event. Evaluations should be used in program development and planning, not just filed away. *Management Manual, chp. 18 @ pp. 787-799.*

Often there is a planning and research unit which conducts various studies as a basis for the planning function (see 3.6). These studies are very important; however, there is an evaluation function that also is critical to efficiency and effectiveness of daily operations (services and programs) and which often is overlooked. This latter is the focus of 10.1. There also is a third function of research and that is action research as related to demonstration projects and basic research focused toward generating new insights regarding parks and recreation (see 10.2).

An agency may wish to use "benchmarking" as a process of continuous improvement toward a level of performance it seeks to meet. Benchmarking is a specific type of structured evaluation. For further discussion of benchmarking, see *Does Your Government Measure Up?* by William D. Coplin and Carol Dwyer. See Introduction - Publications available, p. xvii.

**Suggested Evidences of Compliance:** Provide copy of plan and most recent evaluation.

**Suggested Evidences of Compliance:** Provide copy of job description for staff person or contract or evidence of informal agreement for external technical assistance.

#### 10.4 Employee Education

*There should be an in-service education program for professional employees to enable them to carry out quality evaluations.*

**Commentary:** There should be not only the ability to carry out a specific evaluation, but also understanding regarding the function and general process of evaluative research. Cross-reference to 4.1.4.4.2. The in-service program may include participation in training offered by other agencies and organizations and use of training videos and resource materials. *Management Manual*, chp. 18 @ p. 797.

**Suggested Evidences of Compliance:** Provide description of program.

## COMMITTEE ORGANIZATION LIAISONS

The following organizations participated in Committee meetings.

### **American Association for Leisure and Recreation (AALR)**

Mr. Roger Coles, Chairperson  
Department of Rec. & Park Admin.  
Central Michigan University  
Mt. Pleasant, MI 48859  
(517) 774-3367; Fax: (517) 774-2161

### **American Park and Recreation Society (APRS)**

Ms. Jody Hamilton  
Coordinator of Special Projects  
Department of Parks and Recreation  
2001 Arthur Lane  
Austin, TX 78704  
(512) 499-6714; Fax: (512) 472-2174

### **National Association of County Park and Recreation Officials**

Mr. William G. Palmer, Director  
Planning and Engineering  
Recreation and Park Commission  
Parish of East Baton Rouge  
3140 N. Sherwood Forest Drive  
P.O. Box 15887  
Baton Rouge, LA 70895  
(504) 272-9200; Fax: (504) 273-6404

### **National Recreation and Park Association**

Michelle Park, CPRP  
Director of Professional Services (1991-1996)  
National Recreation & Park Association  
22377 Belmont Ridge Road  
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### **American Academy for Park and Recreation Administration**

Mr. Robert F. Toalson, General Manager  
Champaign Park District  
706 Kenwood Road  
Champaign, IL 61821  
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### **Secretariat\* Michigan State University Department of Park, Recreation and Tourism Resources**

Louis F. Twardzik, Professor Emeritus  
Dr. Betty van der Smissen, CPRP, Professor  
Theodore Haskell, Professor Emeritus

\* Prepared material for committee review and gave leadership to the project.



## APPENDIX C

### 39 ACCREDITED AGENCIES As of February 2003

#### ARIZONA

- **City of Scottsdale, Community Services Department (Class 3)**  
*Accredited October 1994*  
Mr. Bill Exham, General Manager, Scottsdale, AZ  
(480) 312-2304      Email: [jweiss@ci.scottsdale.az.us](mailto:jweiss@ci.scottsdale.az.us)

#### ARKANSAS

- **City of Little Rock Parks and Recreation Department (Class 2)**  
*Accredited February 2001*  
Mr. Bryan Day, Director, Little Rock, AR  
(501) 371-4770      Email: [bday@littlerock.state.ar.us](mailto:bday@littlerock.state.ar.us)

#### FLORIDA

- **Metro-Dade County, Miami-Dade Park and Recreation Department (Class 1)**  
*Accredited October 1995*  
Ms. Vivian Donnell Rodriguez, Interim Director, Miami, FL  
(305) 755-7903
- **Broward County, Park and Recreation Division (Class 1)**  
*Accredited February 1997*  
Mr. Bob Harbin, Director, Oakland Park, FL  
(305) 357-8100      Email: [TMURTO@broward.org](mailto:TMURTO@broward.org)
- **City of Largo, Department of Recreation and Parks (Class 3)**  
*Accredited October 1999*  
Ms. Cathy Santa, CPRP, Director, Largo, FL  
(727) 587-6720      Email: [sgeary@largo.com](mailto:sgeary@largo.com)
- **City of Delray Beach Parks and Recreation Department (Class 3)**  
*Accredited March 2000*  
Mr. Joseph Weldon, Director, Delray Beach, FL  
(561) 243-7250      Email: [weldon@ci.delray-beach.fl.us](mailto:weldon@ci.delray-beach.fl.us)
- **Martin County Parks and Recreation Department (Class 2)**  
*Accredited March 2000*  
Mr. Robert Denison, CPRP, Director, Stuart, FL  
(561) 221-1418      Email: [rblanken@martin.fl.us](mailto:rblanken@martin.fl.us)
- **Lee County Parks and Recreation (Class 1)**  
*Accredited October 2001*  
Mr. John Yarbrough, Director, Fort Myers, FL  
(941) 338-3300      Email: [barbara@leegov.com](mailto:barbara@leegov.com)

- **City of Franklin, Parks and Recreation (Class 5)**  
*Accredited October 1997*  
Ms. Suzanne Findley, Superintendent, Franklin, IN  
(317) 736-3689 Email: [sfindley@ci.franklin.in.us](mailto:sfindley@ci.franklin.in.us)
- **Indy Parks and Recreation (Class 1)**  
*Accredited February 2003*  
Mr. Joseph Wynns, Director, Indianapolis, IN  
(317) 327-7069 Email: [jwynns@indygov.org](mailto:jwynns@indygov.org)

#### KANSAS

- **City of Lenexa, Parks and Recreation Department (Class 5)**  
*Accredited October 1995*  
Mr. William Nicks Jr., Director, Lenexa, KS  
(913) 541-8592 Email: [BNicks@ci.lenexa.ks.US](mailto:BNicks@ci.lenexa.ks.US)
- **Newton Recreation Commission Board (Class 5)**  
*Accredited October 1996*  
Mr. Brian Bascue, Superintendent of Recreation, Newton, KS  
(316) 283-7330
- **Johnson County, Park and Recreation District (Class 1)**  
*Accredited October 1999*  
Mr. Gary Haller, CPRP, Director, Shawnee Mission, KS  
(913) 438-7275

#### LOUISIANA

- **Parish of East Baton Rouge Recreation and Park Commission (Class 1)**  
*Accredited February 1994*  
Mr. Eugene Young, Superintendent, Baton Rouge, LA  
(504) 273-6420 Email: [lbailey@brec.org](mailto:lbailey@brec.org)

#### MARYLAND

- **Howard County Department of Recreation and Parks (Class 2)**  
*Accredited March 2002*  
Mr. Gary Arthur, Director, Columbia, MD  
(410) 313-4640 Email: [lwetherald@co.ho.md.us](mailto:lwetherald@co.ho.md.us)

#### MINNESOTA

- **City of Roseville, Parks and Recreation Department (Class 4)**  
*Accredited October 1994*  
Mr. Lonnie Brokke, CPRP, Director, Roseville, MN  
(651) 415-2107 Email: [lonnie.brokke@ci.roseville.mn.us](mailto:lonnie.brokke@ci.roseville.mn.us)

#### MISSOURI

- **Kansas City, Missouri Parks and Recreation Department (Class 1)**  
*Accredited February 1999*  
Mr. Terry Dopson, Director, Kansas City, MO  
(816) 871-5600 Email: [Terry\\_Dopson@kcmo.org](mailto:Terry_Dopson@kcmo.org)

## **TEXAS**

- **City of Plano, Parks and Recreation Department (Class 2)**  
*Accredited October 1994*  
Mr. Donald Wendell, Director, Plano, TX  
(972) 941-7250      Email: [donw@gwmail.plano.gov](mailto:donw@gwmail.plano.gov)

## **VIRGINIA**

- **City of Virginia Beach, Department of Parks and Recreation (Class 1)**  
*Accredited February 1999*  
Ms. Mary Cole, Acting Director, Virginia Beach, VA  
(757) 563-1100      Email: [dcherry@city.virginia-beach.va.us](mailto:dcherry@city.virginia-beach.va.us)

## **WASHINGTON**

- **City of Renton Parks and Recreation Division (Class 4)**  
*Accredited March 2002*  
Ms. Sylvia Allen, Recreation Director, Renton, WA  
(425) 430-6600      Email: [Sallen@ci.renton.wa.us](mailto:Sallen@ci.renton.wa.us)

## **WISCONSIN**

- **City of Menomonie Recreation Department (Class 5)**  
*Accredited October 2002*  
Mr. Phil Fieber, Director, Menomonie, WI  
(715) 232-1664      Email: [menorec@wwt.net](mailto:menorec@wwt.net)